



Replacement Brief for Col Hetherington — 83rd Troop Command





TF PHOENIX AFTER ACTION REVIEW

“2004 HURRICANES”

COL JEFFREY W. HETHERINGTON



JFHQ-F1 HURRICANES 2004 AAR16 NOV 04



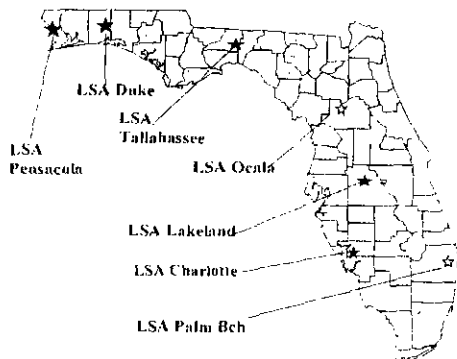
TF PHOENIX OPERATIONS OVERVIEW

- LSA Coordination and assistance (State and Federal)
- Provided support to State EOC, ESF 5, ESF 7 and ESF 13
- Augmented SERT Forward
- Provided C2 for EMAC assets, security and humanitarian support



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LOGISTICAL STAGING AREAS (LSAs)



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TF PHOENIX SCOPE OF RELIEF SUPPLY SUPPORT (# OF TRUCKS)

	<u>CHARLEY</u>	<u>FRANCES</u>	<u>IVAN</u>	<u>JEAN</u>	<u>TOTAL</u>
ICE	468	434	490	384	1776
WATER	486	518	685	322	2011
MRE	32	158	296	122	608
TOTAL	986	1110	1471	828	4395

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TF PHOENIX SCOPE OF RELIEF SUPPLY SUPPORT



Planned, coordinated, and executed the effective delivery of relief supplies (by ground & air) which equated to a "Theater of War", i.e., 4395 trucks made 16,764 moves across an operational area of 1000 miles delivering 78 million lbs of ice, 7 million gallons of water, and 14 million MREs to the citizens of Florida.

Note: *****SAFELY – no major accident or incident

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TF PHOENIX LESSONS LEARNED



- #1 - Unified Command Structure
- #2 - Green Team Concept
- #3 - LSA Operations
- #4 - LSA Coordination Teams
- #5 - Task Force C2

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TF PHOENIX #1 - UNIFIED COMMAND STRUCTURE



- Implement to "stand up" and operate the LSAs
- Enhances effectiveness of State and Federal agencies & overall logistical relief effort
- Unity of Command – All Agencies (State and Federal) acknowledge SERT LSA Manager is "In Charge"/ Responsible for successful LSA Operations
- Physical location of key organizations in Incident Command Post
- Identify structure in the CEMP

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LSA: STATE & FEDERAL AGENCIES

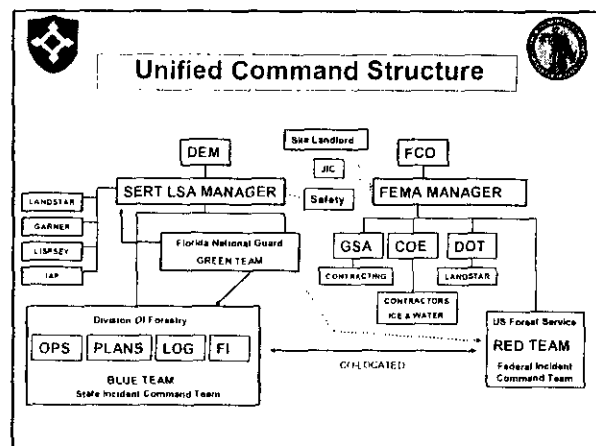
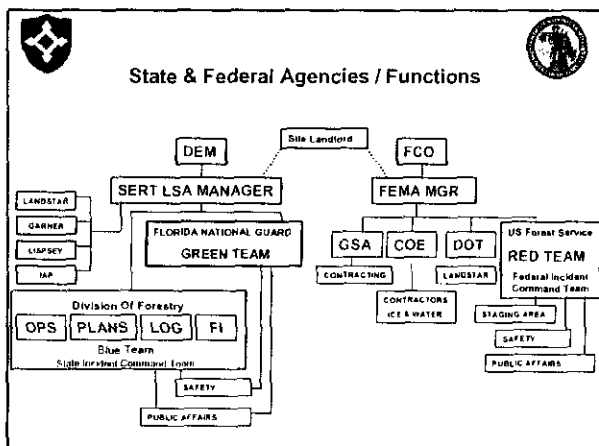


- STATE EMERGENCY RESPONSE TEAM (SERT)
- FLNG
- DIVISION OF FORESTRY
- STATE CONTRACTORS
 - GARNER
 - LIPSEY
 - IAP
- FEMA
- CORPS OF ENGINEERS
- DOT
- US FORESTRY SERVICE
- FEDERAL CONTRACTORS
 - LANDSTAR
- PUBLIC AFFAIRS
- SAFETY
- SITE LANDLORD
- OTHERS

**Who's in charge &
who's responsible
for what?**

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TF PHOENIX #2 - GREEN TEAM CONCEPT

- Purpose: to establish an operational framework to facilitate achieving a "wartime-footing" for DEM
- "Pre-build" Green Team to facilitate integration into specified DEM Emergency Support Functions:
 - Assist State Logistics Team Chief
 - Establish LSAs & enable SERT LSA manager
 - ESF 5, 7, & 13
 - SERT Forward
 - Other?
- Integrate / coordinate responding agencies
 - co-locate with (FEMA)

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Green Team Org Structure

Title	Rank	Branch	Special Skills
OIC	COL	CA/CSS	
NCOIC	SGM	CA/CSS	Battle Staff
Log Officer	LTC	CSS	LNO
Battle CPT (2)	CPT	CA/CSS	
S&S Officer	CWO	CSS	PO's
S&S NCOIC	MSG	CSS	PO's
S&S PO NCO (2)	SSG	CSS	PO's
S&S Vendor NCO	SGT	CSS	LNO w/ Vendors
S&S Clerk (2)	SGT	CA/CSS	Telephone Automation
Runner (2)	PFC SPC	CA/CSS	
SERT Battle CPT (2)	CWO	CA/CSS	Tracker
SERT NCOIC (2)	MSG	CA/CSS	Tracker
Tracker Operator (4)	SGT E5G	CA/CSS	Tracker
County LNO (6)	SSG SPC	CA/CSS	Telephone / Tracker
Runner (4)	PFC SPC	CA/CSS	
JIC LNO	SGT	CA/CSS	Public Affairs
Safety	CWO	CA/CSS	Safety



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#3 - LSA OPERATIONS




- Implement LSA "KEYS TO SUCCESS"
- "Pre-build" Guard Task Org for LSA operations x 2ea
- Terminology & naming of "LSAs" & "Distribution Centers" – confusing to all = must fix this
- Essential that commercial contract truck companies are utilized for product transportation from LSAs to County Distribution sites
- Revamp JOPLANS "LSA SOP"

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16 NOV 04




LSA KEYS TO SUCCESS



- Pre-event Training and Planning
 - Develop and do it
- C2
 - Unity of Command – All agencies (State and Federal) acknowledge SERT LSA Manager is "in charge & responsible" for successful LSA operations
 - Immediate link-up of LSA Manager with Green Team counterpart
 - LSA Managers and other key leaders - must arrive 2 Deep
 - Establish and implement LSA "Operational Rhythm"
 - LSA "Snapshot System" to battle track everything coming in and going out
 - Immediate transition to emergency mindset
- Organizational Structure
 - Go to Unified Command Structure immediately (See ULS Slides)
 - All agencies identify ADVON and Main Body
- Interagency Cooperation
 - Conduct "Interagency Conference Call" prior to incident
 - All agencies - provide key leaders on ADVON
 - Physical location of key organizations in Incident Command Post (ICP)
 - SERT and FEMA Office in close proximity
 - Red and Blue Team Co-locate
 - All other agencies locate based on required interaction


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16 NOV 04



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#4 - LSA COORDINATION TEAMS



- Composition: FLARNG & FANG
- Logistics "Scouts / RIATs"
 - Task #1: Verify "ground truth" data at Distribution Centers
 - Task #2: Assist local agency set-up of Distribution Centers
 - Critical success factor at "logistical culmination point" during Jeanne
- Improve:
 - Coordination w/ TF Security (develop SOP)
 - Pre-build communication packages & transportation assets


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#5 - COMMAND & CONTROL (C2)



- MACOM C2 – was stretched as interface between LSAs, Green Team (state logistics C2), Subordinate Commands (security / humanitarian missions) & TAG-EOC
- Non-doctrinal support given to JFHQ, ESF7, and SERT Forward (not trained in HURREX) – address with Green Team Concept
- Ground Support Teams (GST) - composition, C2 relationship & reporting system needs improvement
- SCAT Team - force multiplier & enabled logistical success

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#5 - COMMAND & CONTROL (CON'T)

- EMAC Assets – provided additional capabilities & flexibility
- DCSIM Support - enhanced C2 and maintained connectivity during the entire operation.
- C2 Tools within WAC EOC – needs "quantum leap" to "world class" C2 level (automation, monitors, communication assets, etc)

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Operation: All 2004 Hurricanes

QUESTIONS:

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16 NOV 04